

4 February 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM: [REDACTED]

Director of Training and Education

SUBJECT: Weekly Report

\* 1. On 12 January 1988, the Office of Training and Education started two language training programs on the Headquarters cable grid system. Beginning German (25 weeks) is broadcast on Channel 13 from 1200 to 1230, and beginning Russian (20 weeks) is broadcast from 1230 to 1300. Both are broadcast on Tuesdays and re-broadcast on Thursdays. Participants register and obtain textbooks and audiotapes at the Headquarters Learning Center (Room GF39). [REDACTED]

25X1 3. [REDACTED] an OTE instructor, attended the NPIC  
25X1 dedication of the Arthur C. Lundahl Room on 27 January 1988 [REDACTED]  
25X1 [REDACTED], who served as an imagery analyst in the early 60s on the  
GENETRIX (balloon photography) and U-2 programs had an opportunity to  
reminisce with Mr. Lundahl on the growth and establishment of Imagery  
25X1 Intelligence in CIA. [REDACTED]

25X1 4. The first running of the new Intelligence Issues and Challenges  
25X1 Course, formerly the Advanced Intelligence Seminar (AIS), began on  
1 February with a pre-course presentation on Shaping the Future--the  
interaction of science, technology and society over the next 50 years.  
The speaker was Thomas P. McManus--Manager, Advanced Concepts Division at  
Pacific-Sierra Research Corporation [REDACTED]  
[REDACTED]

25X1 5. A three-hour segment on pouching procedures and field records  
25X1 management has been added to OTE's Field Administration Course. The  
first presentation of this topic, which was added as a result of the  
worldwide cable questionnaire on Field Administration, was conducted on 1  
February. [REDACTED] from the IMS Training Staff, gave an  
excellent lecture. The students asked many questions and indicated that  
it was a much needed addition to the course. [REDACTED]

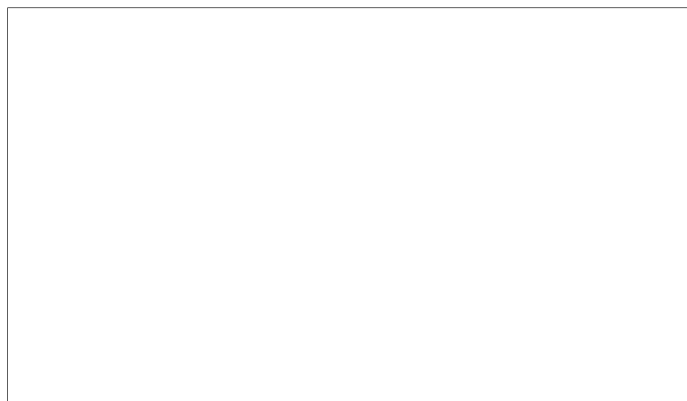
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SUBJECT: Weekly Report

25X1 6. OTE's Language Training Division is conducting a one-week total  
25X1 immersion program in Arabic [ ] from 1-5 February. The week includes  
heavy emphasis on operational role plays. [ ]

25X1 7. The fourth running of the Administrative Career Trainee (ACT)  
25X1 Course for DA CT's ended on 29 January 1988. A total of twenty-two  
students attended the course. Each DA office organized and presented a  
course segment lasting from one to three days. As a result, the students  
got an indepth look at each office, including a number of good exercises  
and tours. [ ]



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S E C R E T

1 February 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Language Training Division

SUBJECT: Language Training Division Weekly Report

1. On 29 January 1988, the LTD instructors who attended the American Council of Teachers of Foreign Languages (ACTFL) annual conference held an information sharing session with their colleagues. They discussed current trends in language teaching, the use of the brain's right hemisphere in language learning, and shared practical and innovative techniques in classroom use of videos, comics and cartoons. The session ended with a presentation on the views of current and former ACTFL presidents on the need for training and re-training of language teachers and the inevitable phasing out of "life certification". [REDACTED]

2. On 12 January 1988, the Office of Training and Education started two language training programs on the Headquarters cable grid system. Beginning German (25 weeks) is broadcast on Channel 13 from 1200 to 1230, and beginning Russian (20 weeks) is broadcast from 1230 to 1300. Both are broadcast on Tuesdays and re-broadcast on Thursdays. ~~The Russian program currently has six enrolled participants and the German five.~~ Participants register at the Headquarters Learning Center ~~where they~~ (Room GE73). *and* obtain textbooks and audiotapes. [REDACTED]

3. *OTES Language Training Division* Arabic instructor [REDACTED] is conducting a one-week total immersion program ~~for intermediate students~~ [REDACTED] *in Arabic* *from 1-5 Feb.* *GE 35*

4. There were 21 reading and 14 oral proficiency tests the past week compared to 21 reading and 18 oral proficiency tests the previous week. [REDACTED]

S E C R E T

2 February 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

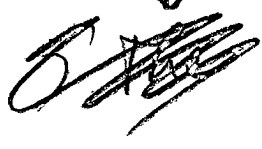
Chief, Career Training Division, OTE

SUBJECT:

Career Training Division Weekly Report  
26 January 1988 through 2 February 1988

✓ The fourth running of the Administrative Career Trainee (ACT) Course ended on 29 January 1988. A total of twenty-two students attended the course. Each DA office ~~was responsible for organizing~~ and presenting a course segment lasting from one to three days. As a result, the students got an indepth look at each office, including a number of good exercises and tours. ~~The new DDA's concluding remarks were well received by the trainees, twelve of whom reported for duty in the Directorate immediately after the course ended.~~

25X1  
ZSA

 for DA CT'S

25X1

2 February 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

1. [REDACTED] instructors from Communication Training Branch, met on 28 January with [REDACTED] of the Human Resources Management Task Force, as part of their on-going consulting with the HRMTF regarding the writing of the employee handbooks. Betty expressed her appreciation of their help and indicated that she will be incorporating many of their suggested revisions in the handbooks. Jane and Joe will continue to review sections of the handbooks and to offer help as needed. (U)

2. A three-hour segment on pouching procedures and field records management was added to the Field Administration Course. The first presentation of this topic, which was added as a result of the worldwide cable questionnaire on Field Administration, was conducted on 1 February. William [REDACTED] from the IMS Training Staff, gave an excellent lecture. The students asked many questions and indicated that it was a much needed addition to the course. (U)

has been

OTE'S

2 February 1988

MEMORANDUM FOR: Director of Training and Education

FROM:

[redacted]  
Acting Director, Center for the Study of  
Intelligence

SUBJECT: Weekly Report/CSI

We have begun to receive typed transcripts of interviews [redacted] has conducted with former Agency officers prominent during the Pike-Church Committee era. From what we have seen so far, each transcript will require a considerable amount of editing depending on the quality of the tape and the ability of the typist to interpret it. We will be sorely pressed to complete the transcribing and review of these tapes by the end of February, the deadline [redacted] has set in order to allow enough time to put the interviews into a coherent whole by the end of June 1988.



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Administration Division Weekly  
25-29 January 1988

Miscellaneous

DC/AD and EXO interviewed five applicants for Admin Assistant job at airport.

25X1 Representatives from Admin Division including SO, PB, and B&F attended meeting with [ ] IT, to discuss ways to improve running of next Soviet Realities Course.

Training Selection Board

25X1 Prepared Memo to DDCI to approve nomination of [ ] as CIA  
25X1 Advisor at the Air University replacing [ ]

25X1 Prepared travel order for [ ], FSI Senior Seminar, to travel to Wisconsin, California, Illinois, and Connecticut to conduct interviews to write research paper.

Prepared briefing book for Chairman, TSB to select officer to attend Executive Seminar on National Security Policy at Oak Ridge, Tennessee.

Budget and Finance

C/B&F and the Plans Officer met with OTE Management regarding the final FY88 resources distribution for the Office.

C/B&F and the Plans Officer met with OTE Management to discuss FY90 new initiatives.

Security

Checked on status of opening East Stairwell; looks like it will be approved. Domestic Security working to get the alarming completed.

25X1 On 27 January, SO attended the Area Security Officer Meeting in [ ] Building.

25X1 Talked with SPOs [ ] re opening and closing/locking dock doors in connection with loss of equipment.

Met with C/Audio Visual Section, MPB, re monitors being installed on ground floor and security implications.

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25X1

Personnel

C/PB briefed D/OTE on the briefing book that was used at the DA quarterly on 26 and 27 January.

25X1

Katherine met with Bill and Carole,  to discuss the procedures and policies for the processing of PARs and Awards.

Liz interviewed two Urban Fellows (Urban Fellows are Professors at black colleges and universities). One was especially impressive; she has excellent German skills and could really be used in LTD this summer.

25X1

Panel Support:

- Completed preparation for the IS Performance Award Panel. DC/PB acted as advisor to Secretarial Performance Award Panel which met on 27 January.
- Continued preparation for the GS-07/08 LIP, GS-07/08 TA and the GS-07/08 General Panels.

25X1

<u>Check-ins</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>
<div style="border: 1px solid black; width: 200px; height: 50px;"></div>	Sect Chief	LTD/RLD	GS-12	01/25/88
	Trng Admin	SACTD/STB	IS-03	01/25/88
	Trng Ass't	DDC/CBTG	GS-07	02/01/88

Check-outs:

25X1

<div style="border: 1px solid black; width: 200px; height: 50px;"></div>	Rpts Off.	O/C/WOJD	GS-15	01/29/88 (retired)
	Sect Chief	LTD/RLD	GS-12	01/29/88 (retired)
	Admin Ass't	WOJD/CIB	GS-07	01/29/88 (IWOP)

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Logistics

Contacted OL re status of roof satellite. Vendor still experiencing problems obtaining county permit; Dominion Mgt. has interceded on behalf of vendor to help obtain permit.

Elevator fireman recall upgrade has been completed except for county inspection. Elevators will now go to ground floor in case of fire.

Architect delivered proposals for fitness room showers; he has been instructed by OL to go to the County for approval of the proposals.

Proposal and price quote received for replacement of 10th floor kitchen; estimated price approximately \$10,000.

OL has received the A&E drawings for replacement of the roof air conditioner. OL will forward the drawings to GSA for approval and funding. If GSA has not budgeted for the replacement cost, OL will try to fund; estimated cost \$80,000.

New office furniture for Hqs Language Center and TSD received on 23 and 27 Jan.

First part of 3rd floor language classrooms replacement chairs received. Remainder to be delivered within next two weeks.

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2 February 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM: [redacted]  
Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT: LDD Weekly Report [redacted]

1. During the past week, LDD provided consulting services--in the areas of program design and management development--to five clients from three directorates. 25X1 [redacted] met with a group of officers from OIT-- 25X1 Chief, OIT Support Group; [redacted] Chief, OIT Human Resources Division; 25X1 and OIT Training Officer, [redacted]--to discuss OIT interest in component specific management training. A separate memo has been prepared and distributed. 25X1 [redacted]

25X1 [redacted] met with [redacted]--Chief, Management Support Staff, IMS--to brief her on LDD programs and how they fit together, who should take them and when. IMS is developing training profiles for their managers that will ensure that courses are taken at the proper time by the people who need them. George disabused her of the misconception that the waiting list for MCIA and LCIA is one year; the wait is three months, maximum. 25X1 [redacted] 25X1 [redacted]

25X1 [redacted] met with representatives of OIR as part of a previously agreed to arrangement to help them conduct a series of internal seminars on management-related issues. Helen is scheduled to facilitate their first seminar--a discussion on "Leadership vs Management" from 1400 - 1630, 25X1 February 4, 1988. Planning continues for the remainder of the series. [redacted]

25X1 [redacted] met with [redacted] (OP Component Liaison Officer) and Joanne 25X1 [redacted] (OP training officer) to answer questions on experiential course design. OP is creating a course for new component personnel officers for the purpose of giving them practice in carry out their principal job functions before they are assigned. They plan to use in-box exercises, role-plays, and 25X1 case studies that will simulate their work environment. [redacted]

25X1 [redacted]  
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25X1 SUBJECT: LDD Weekly Report [ ]

25X1 2. Looking Glass Inc. ran 25-29 January [ ] with 19 students. George

25X1 [ ] served as course chairman; the other instructors included Helen

25X1 [ ] All reports indicate the run was successful.

Students in this running were more interested than usual in consulting with the staff concerning their career goals and problems on the job. Nearly every student spent a half hour or more with a trainer on Thursday evening for counseling. As one manager from the DA put it, "Anyone who doesn't take advantage of this opportunity is foolish." When participants open up like this and reflect on their performance as managers, this signals that the course has had an impact. [ ]

25X1 3. The first running of the POCM for the new year was held [ ]

25X1 [ ] 10-15 January 1988. Though a few students arrived a little late due to weather and a Redskins game, the class kicked off on time with a full complement of 18 students, including six female officers. The six women, whose numbers set something of a record for POCM runnings in recent years, were lively participants throughout the week. There were almost an equal number of students from each directorate with also one student from the Office of the DCI. [ ]

An enthusiastic and highly participatory class, the students even made a short video spoofing the course on their next-to-last evening. MTB's Peter [ ] chaired the run with [ ] as co-chair. In addition, John [ ] --all from MTB--also gave individual instructional segments during the run. [ ]

25X1 4. "Decision Making/Problem Solving for Managers" ran 27-29 January as part of the Electives for Managers program. The workshop, conducted by contractor [ ] received a somewhat lower overall evaluation of 4.2. However, most written comments on the course were positive. In addition, one manager called afterwards to re-emphasize what an outstanding course it was and to recommend that all managers should take at least the [ ] and Positive Power and Influence workshops. [ ]

25X1 5. [ ] conducted a PAR workshop for DA, ODE and NPIC managers [ ] on 28 January. After some initial reluctance, [ ] managers agreed to sanitize sample PARs for use in workshop discussions. Although the program was generally well received by the students, its effectiveness was somewhat undermined by the cynicism of some students and managers about how PARs are used or, more appropriately, not used in promotion and ranking decisions--particularly in ODE. This practice was confirmed by the personnel officer and ODE managers who participated as discussants on a panel on PAR writing. [ ]

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25X1 SUBJECT: LDD Weekly Report [redacted]

25X1 6. The first running of the new Intelligence Issues and Challenges Course began on 1 February with a pre-course presentation on Shaping the Future--the interaction of science, technology and society over the next 50 years. The speaker was Thomas P. McManus--Manager, Advanced Concepts Division at Pacific-Sierra Research Corporation [redacted]

25X1 [redacted] This presentation stimulated numerous questions and comments from his audience and led him, at the end of the afternoon, to thank the group for assisting him in expanding and refining the content of his lecture--a lecture he also gives at Georgetown University. The class, 18 of 21 were present, appears to be a good one--articulate, intellectually curious and determined to get the most out of the one-week course. [redacted]

25X1 7. "Negotiate to Win", one of the new Interpersonal Skills Training courses, ran for the first time in CY-88 to an audience of 22 students on 27-28 January. This was [redacted] first time up as a course director and based on critiques the workshop was successful. Students--17 from the DS&T and five from the DI--rated it an overall 4.7. (This workshop was previously offered as part of the the S&T Institute/Intelligence Training Division.) [redacted]

25X1 8. [redacted] attended two short workshops with an eye for ideas that could be incorporated into MCIA or LPCIA or for possible use as electives. One was a half-day presentation on ethics in management conducted by Ken Blanchard of One Minute Manager fame, the other was a one day program, "How to Get the Job Done Right." Rennie was particularly impressed with the workbook utilized in the latter.

25X1 9. [redacted] attended the annual Center for Creative Leadership sponsored LDP Users (POCM users) Conference in Miami Lakes, Florida on 24-27 January. Even though most of the discussions centered on marketing issues facing each of the licensees, the conference was helpful to MTB in that we learned of innovative changes made by each of the licensees (i.e., PDI is using the MSP along with Derailment; Colorado Springs is doing an Outward Bound-type segment; and Eckerd College is no longer doing a wellness segment because of low ratings). As a result, [redacted] and [redacted] concluded that POCM needs to be thoroughly reviewed and updated. A memo will follow shortly with suggested changes and revisions. [redacted]

25X1 [redacted] briefed the conference on his new instrument, the [redacted] Work Orientations (CWO). Although this instrument is still being researched and normed, it is exciting because it bridges the gap between the interests and skills and abilities of an individual as seen from three perspectives: self, others, and organizational. If we want to use this instrument, (for LGI or career management in the Agency?), we can get in on the ground floor as part of the pilot sample [redacted]

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SUBJECT: LDD Weekly Report [ ]

10. On 28 January [ ] met with the Executive Director to discuss the concept of and a list of possible topics for inclusion in a series of small informal seminars on critical issues affecting intelligence. The Executive Director approved the concept and identified those topics he thought were of current interest. [ ] also discussed the topic, "Current Counterintelligence Issues", with [ ] Chief, Counterintelligence Staff, DO. [ ] is very much interested in leading a "by-invitation" seminar on this subject in conjunction with [ ] Director of Security, DA. He also agreed to recommend some items for background reading by the participants in a couple of weeks. [ ]

11. *Representatives from OTE's Leadership Dev. Div.* [ ] met this past week with [ ] Office of Public Affairs, [ ] and Bill Baker, Chief, Office of Public Affairs. ~~The purpose of those meetings was to enlist their help in securing speakers outside the Agency for the Executive Seminar. Their cooperation was immediate and they had several names as possible speakers for Jo and Bob to contact. Bill Baker was approached as a possible speaker for the seminar himself and he agreed to meet with participants in the February running.~~ [ ]

12. *Mr. [ ], an OTE instructor,* [ ] attended the NPIC dedication of the Arthur C. Lundahl Room on 27 January 1988. ~~R.M. Huffstutler, Fourth Director of NPIC, made the welcoming remarks and introduced Mr. Lundahl whose career spanned 31 years and did much to elevate imagery intelligence to its present day status in intel analysis.~~ [ ] who served as *an imagery analyst* in the early 60s on the GENETRIX and U-2 programs *enjoyed had an opportunity to* reminisce with Mr. Lundahl on the growth and establishment of Imagery Intelligence in CIA. ~~Attached are some of Roger's old photos taken when he worked on the GENETRIX program~~ [ ]

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2 February 1988

MEMORANDUM FOR: Director of Training and Education

STAT FROM:   
Chief, Information Systems Training Division

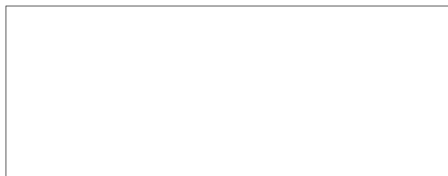
SUBJECT: ISTD Weekly -- 27 January 1988 - 2 February 1988

STAT 1. The first meeting of the Microsoft Word User Group was held 26 January 1988 at Headquarters. There were approximately 50 people in attendance. This group was started by , Microsoft Word Course Director, and the Word Processing Training Branch in ISTD. The group consists of employees who are interested in sharing ideas, questions, answers, and helpful hints about this software. Betsy Chapman, a representative from Microsoft Corporation, gave a presentation on a new feature of WORD called "Built-In Macros". Her demonstration was especially helpful for users to learn how to cut down on the amount of time they spend on repetitive tasks. It was agreed that this group will meet on a regular basis to help keep users informed of the features and changes taking place with Microsoft Word.

STAT 2.  ISTD/WPTB, spent the week of 19-22 January 1988 at Headquarters conducting on-site training for the DO. The first two days of training consisted of overviews for small groups of staff members. The final two days focused on individualized training for both staff members and contract personnel. This staff uses a system very similar to one used at overseas stations and bases, and the training was designed to meet this need. Special emphasis was given to use of the Cable Glossary--searching and replacing text in long cables, making internal Hqs notes to coordinating and releasing officers, and using a specially designed, classified Visual Memory feature which allows officers to search for information indigenous to the Directorate of Operations. Emphasis was also placed on the Visual Memory feature to perform other functions which the staff uses for producing reports for senior Agency officials.

STAT 3. The first runnings of the half-day Microsoft Word 4.0 Transition course were held on 28-29 January 1988. ~~This course was offered in the Learning Center at Headquarters.~~  ~~from ISTD instructed~~ 21 students <sup>were instructed</sup> on the new version of this word processor. Students were trained in user interface changes, various new features, software improvements and enhancements.

STAT



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